



MEMORANDUM

Agenda Item No. 11(A)(9)

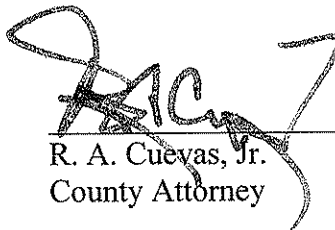
TO: Honorable Chairman Joe A. Martinez
and Members, Board of County Commissioners

DATE: February 7, 2012

FROM: R. A. Cuevas, Jr.
County Attorney

SUBJECT: Resolution relating to economic development of the Zoo Miami Entertainment Area; authorizing the Mayor to seek expressions of interest from developers for development of Zoo Miami Entertainment Area lands available for leasing and licensing

The accompanying resolution was prepared and placed on the agenda at the request of Prime Sponsor Commissioner Dennis C. Moss.



R. A. Cuevas, Jr.
County Attorney


RAC/cp

Memorandum



Date: February 7, 2012

To: Honorable Chairman Joe A. Martinez
and Members, Board of County Commissioners

From: Carlos A. Gimenez
Mayor 

Subject: Zoo Miami Entertainment Area
Solicitation for Further Development

Recommendation

It is recommended that the Board approve the attached resolution authorizing a two stage solicitation for leasing and licensing the land that is to be developed as the Zoo Miami Entertainment Area and authorizing the County Mayor or Mayor's designee to negotiate development agreement(s) with developer(s) whose proposal(s) provide the greatest financial and economic benefit to the County. The resulting development lease and license agreement(s) for the Zoo Miami Entertainment Area will increase visitation to the entire Entertainment Area, expand stay time within Zoo Miami and other proposed attractions, increase County tax and earned revenues, create new jobs for both temporary construction and permanent operations positions and generally improve the economic well-being of the County.

Scope

The Zoo Miami Entertainment Area is located in Commission District 9, however, the impact of this item is of countywide significance.

Fiscal Impact/Funding Source

Although difficult to quantify, the fiscal impact of the expected development of the Zoo Miami Entertainment Area will have positive economic impacts, including but not limited to, construction expenditures, job creation, revenues in the form of rent, and sales and property tax collections. The project will be funded by private investment with the possible addition of State Enterprise Zone incentives if the project qualifies.

Track Record/Monitor

Kevin Asher, Special Projects Manager for the Miami-Dade County Parks, Recreation and Open Spaces Department (PROS), will manage the solicitation along with Andrew Zawoyski, Chief Negotiator of the Internal Services Department (ISD), who will be providing technical assistance to assure compliance with the terms of the solicitation.

Background

On March 6 2009, the County issued a Request for Proposal solicitation (RFP 630) to obtain proposals from qualified firms for the financing, development, promotion, operation, and maintenance of a quality water park on property adjacent to Zoo Miami. The RFP included options for a family entertainment center and vacation hotel development. The solicitation yielded two proposals. After staff review, negotiations commenced with the highest ranked proposer, PARC Management, LLC (PARC). Following a long term effort to negotiate an agreement with PARC, the County terminated negotiations since PARC suffered from serious changes in their corporate structure and they ultimately did not have sufficient financing to develop the water park and optional Family Entertainment Center and retail area on Main Street (R-672-11).

In order to critique the failure of the solicitation, the Department completed considerable market and economic research with a multitude of attraction and entertainment area developers, designers, financiers and operators to learn how it could correct and improve a second solicitation for the Zoo Miami Entertainment Area. Input from these sources, as well as recommendations from the Urban Land Institute experts and the Zoo Oversight Board members, all suggested that the County should:


- seek a master developer for the entire project
- insure that any selected developer is better funded
- open up development proposals to more flexible, market driven improvement plan that may differ from the County's original plan but still accomplishes project goals
- use a solicitation process that reduces restrictions inherent to the Request for Proposal solicitation process without eliminating competitive bidding
- include the development of the Coast Guard property into the solicitation
- prioritize how the project makes a positive overall economic impact to the Zoo Miami Entertainment Area development project

Therefore, the Parks, Recreation and Open Spaces Department, in collaboration with the Internal Services Department, developed an alternative approach to request proposals for the Zoo Miami Entertainment Area. Under Section 125.045 F.S., the County is legally entitled to negotiate contracts to enhance and expand economic activity in the County by attracting and retaining business enterprises in order to provide a stronger, more balanced and stable economy. Through leasing and licensing or conveyance of real property, the County seeks to improve local infrastructure as a means to increase employment opportunities for residents and improve the economic contribution of County and non-County owned property. The process now proposed is founded on both greater flexibility and economic benefit to the County. At the September 27, 2011 Zoo Oversight Board meeting, a motion was passed that recommended that the "Board of County Commissioners approve an alternative solicitation method like an 'Expression of Interest' for the development of the Zoo Miami Entertainment Area to attract more developers and to allow for more development flexibility" (see attached). Accordingly, this Resolution seeks to:

- Recognize that certain real estate leasing and development projects cannot easily and successfully be accomplished through conventional Request for Proposal processes.
- Find that the Zoo Miami Entertainment Area is a project location that can benefit from the more liberal powers afforded to County's by the State for economic development projects that can demonstrate expansion of economic activity and job creation opportunities in a manner consistent with F.S. 125.045.
- Recommend utilization of a two-stage process to solicit and negotiate proposals for the lease and development of land in order to create the Zoo Miami Entertainment Area and provide economic development to the Southern Miami-Dade County region.
- Authorize in Stage One the preparation of an informal Expression of Interest (EOI) to be made available to prospective developers and inviting them to propose and discuss with Department staff development approaches to certain County and non-County owned lands. Since this Stage is not a formal advertised solicitation, these private discussions will benefit from the absence of certain solicitation requirements like Cone of Silence and bid protest.
- Based on the most economically and financially preferable concept responses from developers in the EOI, the Department will in Stage Two prepare and advertise a formal Invitation to Negotiate (ITN) solicitation requesting submission and review of a detailed development package for the use and improvement of Zoo Miami Entertainment Area areas.

- Provide for the Mayor to: 1) appoint from County and community organizations review and negotiation committee members, along with any required technical support staff; and 2) establish selection criteria focused on key economic and financial outcomes.
- Authorize negotiation with one or more developer(s), on one or more parcels, whose proposal(s) provide the highest financial and economic development impact to the County.
- Allow the Mayor to present the recommended Lease and License Development Agreement to the Board of County Commissioners for approval.

Attachments



Lisa Martinez
Senior Advisor



MEMORANDUM

(Revised)

TO: Honorable Chairman Joe A. Martinez
and Members, Board of County Commissioners

DATE: February 7, 2012


FROM: R. A. Cuevas, Jr.
County Attorney

SUBJECT: Agenda Item No. 11(A)(9)

Please note any items checked.

- ☐ "3-Day Rule" for committees applicable if raised
- ☐ 6 weeks required between first reading and public hearing
- ☐ 4 weeks notification to municipal officials required prior to public hearing
- ☐ Decreases revenues or increases expenditures without balancing budget
- ☐ Budget required
- ☐ Statement of fiscal impact required
- ☐ Ordinance creating a new board requires detailed County Manager's report for public hearing
- ☐ No committee review
- ☐ Applicable legislation requires more than a majority vote (i.e., 2/3's ____, 3/5's ____, unanimous ____) to approve
- ☐ Current information regarding funding source, index code and available balance, and available capacity (if debt is contemplated) required

Approved _____ Mayor
Veto _____
Override _____

Agenda Item No. 11(A)(9)
2-7-12

RESOLUTION NO. _____

RESOLUTION RELATING TO ECONOMIC DEVELOPMENT OF THE ZOO MIAMI ENTERTAINMENT AREA; AUTHORIZING THE MAYOR OR MAYOR'S DESIGNEE TO SEEK EXPRESSIONS OF INTEREST FROM DEVELOPERS FOR DEVELOPMENT OF ZOO MIAMI ENTERTAINMENT AREA LANDS AVAILABLE FOR LEASING AND LICENSING; AUTHORIZING THE MAYOR OR MAYOR'S DESIGNEE TO ADVERTISE AND SOLICIT, THROUGH AN INVITATION TO NEGOTIATE, PROPOSALS FROM DEVELOPERS FOR THE LEASING AND LICENSING, IMPROVEMENT AND USE OF VARIOUS COUNTY OWNED AND NON-COUNTY OWNED PARCELS FOR ECONOMIC DEVELOPMENT PURPOSES; AUTHORIZING THE MAYOR OR MAYOR'S DESIGNEE TO NEGOTIATE WITH DEVELOPER(S) OFFERING THE GREATEST FINANCIAL RETURN AND ECONOMIC BENEFIT TO THE COUNTY; AND DIRECTING THE MAYOR OR MAYOR'S DESIGNEE TO PRESENT SUCH AGREEMENT(S) TO THIS BOARD FOR APPROVAL

WHEREAS, this Board desires to accomplish the purposes outlined in the accompanying memorandum, a copy of which is incorporated herein by reference,

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF COUNTY COMMISSIONERS OF MIAMI-DADE COUNTY, FLORIDA, that this Board authorizes the Mayor or Mayor's designee to seek Expressions of Interest from Developers for development of Zoo Miami Entertainment Area lands, followed by the advertisement of an Invitation to Negotiate solicitation for the Zoo Miami Entertainment Area for proposals from developers for the leasing and licensing, improvement and use of various County owned and non-County owned parcels for economic development purposes; and authorizes the County Mayor or Mayor's designee to negotiate with developer(s) whose proposal(s) provide the greatest financial and

economic benefit to the County for all or parts of such parcels; and directs the Mayor or Mayor's designee to present such Lease and License Development Agreements to this Board for approval.

The Prime Sponsor of the foregoing resolution is Commissioner Dennis C. Moss. It was offered by Commissioner _____, who moved its adoption.

The motion was seconded by Commissioner _____ and upon being put to a vote, the vote was as follows:

Joe A. Martinez, Chairman	
Audrey M. Edmonson, Vice Chairwoman	
Bruno A. Barreiro	Lynda Bell
Esteban L. Bovo, Jr.	Jose "Pepe" Diaz
Sally A. Heyman	Barbara J. Jordan
Jean Monestime	Dennis C. Moss
Rebeca Sosa	Sen. Javier D. Souto
Xavier L. Suarez	

The Chairperson thereupon declared the resolution duly passed and adopted this 7th day of February, 2012. This resolution shall become effective ten (10) days after the date of its adoption unless vetoed by the Mayor, and if vetoed, shall become effective only upon an override by this Board.

MIAMI-DADE COUNTY, FLORIDA
BY ITS BOARD OF
COUNTY COMMISSIONERS

HARVEY RUVIN, CLERK

By: _____
Deputy Clerk

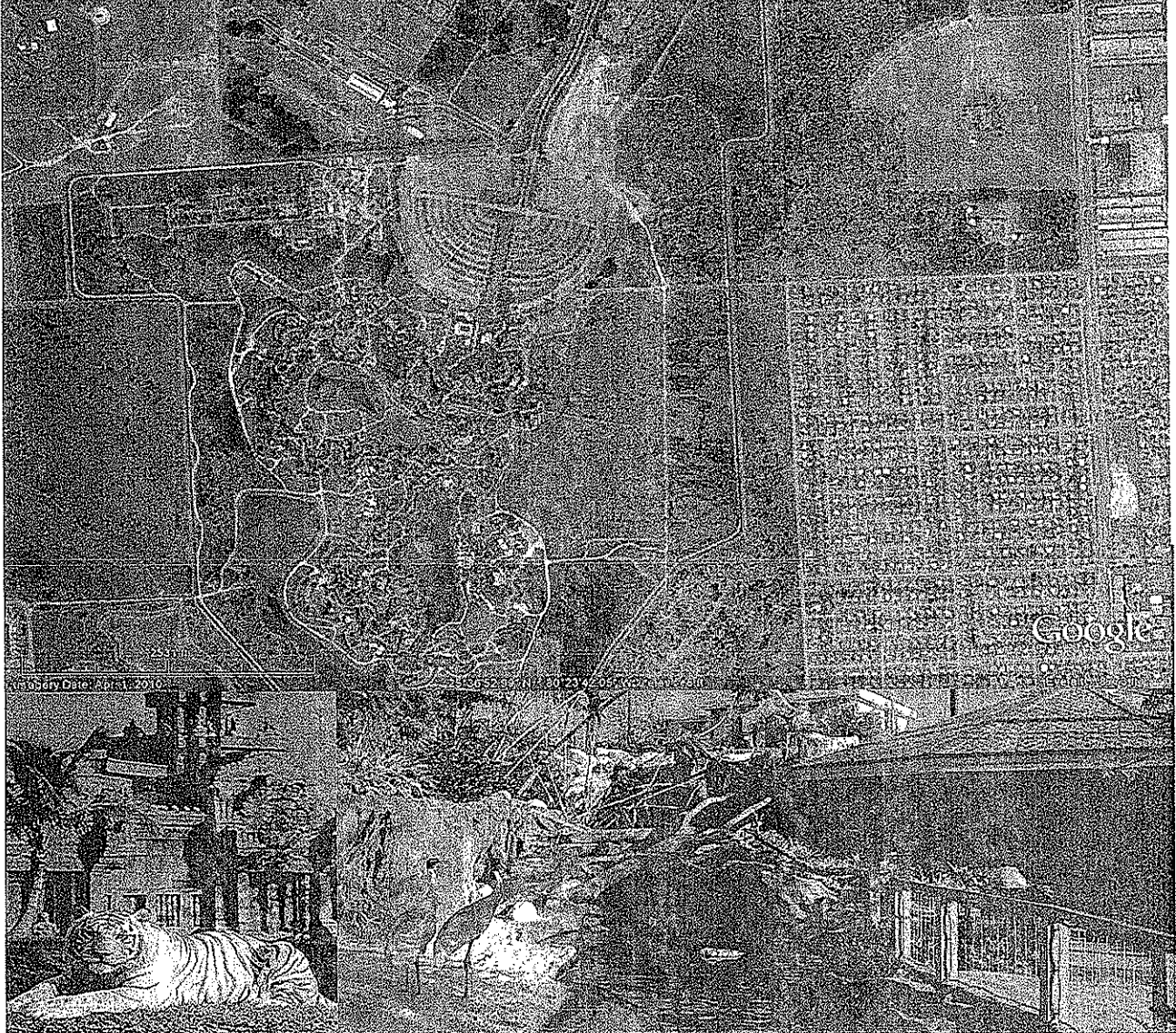
Approved by County Attorney as
to form and legal sufficiency.



Monica Rizo

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MIAMI-DADE COUNTY ZOO MIAMI ENTERTAINMENT AREA



EXPRESSIONS OF INTEREST FOR DEVELOPMENT PROPOSALS

DRAFT

February 28, 2012

**EXPRESSION OF INTEREST
FOR DEVELOPMENT PROPOSALS
ZOO MIAMI ENTERTAINMENT AREA**

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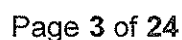
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ZOO MIAMI ENTERTAINMENT AREA PROJECT OVERVIEW

Map 1
Zoo Miami Entertainment Area
Development Sites



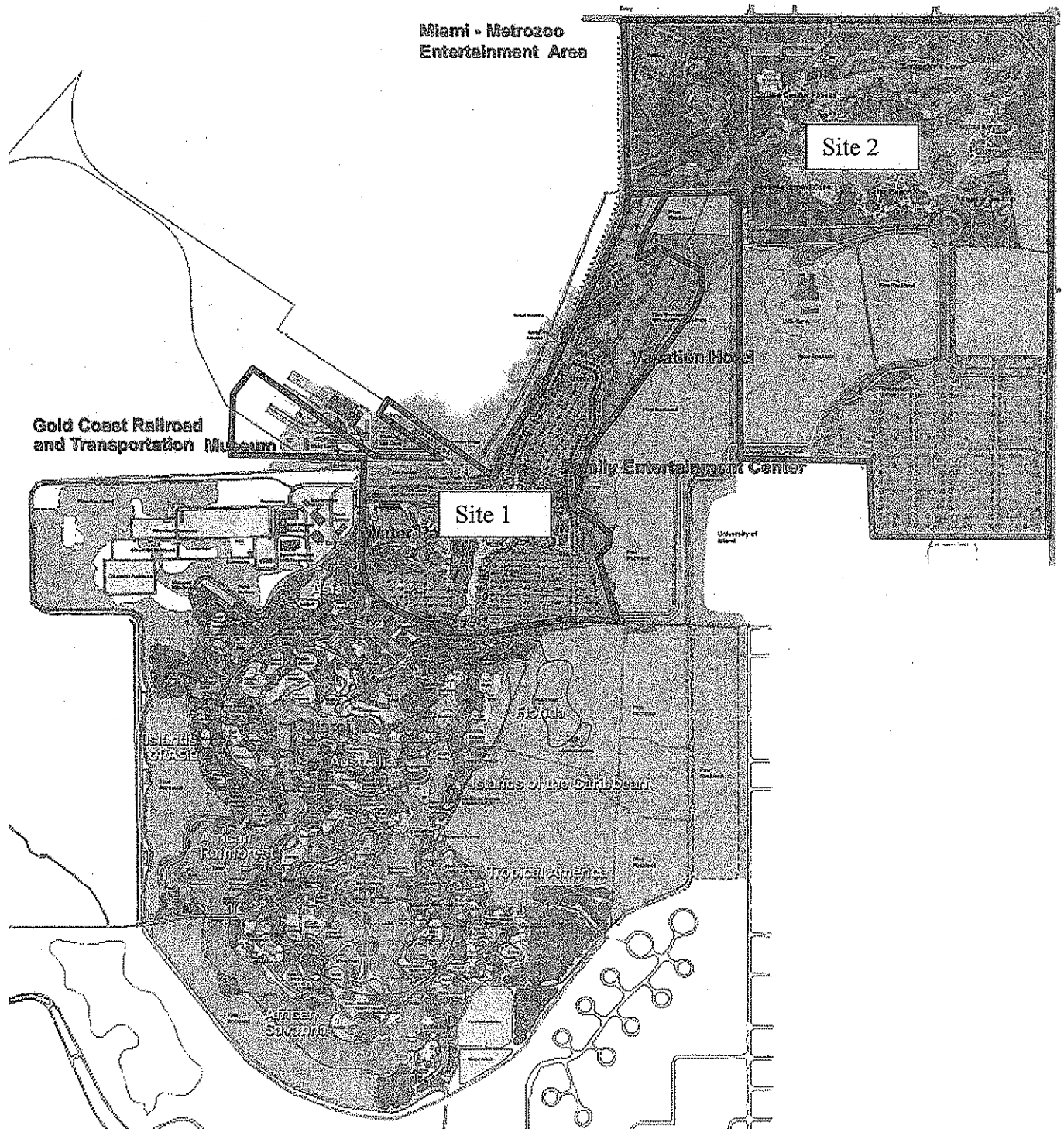
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This EOI is intended to request interest from qualified prospective developers (designers, operators, developers, consultants, financiers and others) who want to independently, collectively and/or collaboratively develop certain real property with the County through various leases, licenses and common land agreements. This EOI is not a solicitation and the County may, at its sole discretion, select a developer or developers for either, both or any part of the Sites through a subsequent formal Invitation to Negotiate ("ITN") solicitation.

The Sites occupy a prominent location within south Miami-Dade County, near recreation open spaces, tourist attractions, natural areas and transportation corridors. As described in comprehensive planning efforts such as the *Miami-Dade Comprehensive Development Master Plan* and the *Miami-Dade County Recreation and Open Spaces Master Plan*, the appropriate development of the Sites would greatly contribute to the land use goals and economic health of the area and the County as a whole. The County expects responses to help determine both complimentary and compatible improvements to the immediate Zoo Miami area and the feasibility of the development making significant economic improvements to the lives of County residents.

The Sites were historically part of the Richmond Naval Air Station and, upon its closure, were disposed of by federal agencies to Miami-Dade County and the U.S. Coast Guard. The historical and former military use of the sites may present challenges in the development process. Respondents to the EOI should acknowledge how these challenges may affect the project, but details on these actions are not required in the EOI response.

Zoo Miami Entertainment Area – Site 1 and 2
Original Entertainment Area Plan



ZOO MIAMI ENTERTAINMENT AREA PROJECT SITES

This EOI concerns two separate former military properties that previously formed a portion of the Richmond Naval Air Station. They are principally used as parking and telecommunications facilities.

The first site (the "Zoo Site") consists of an approximately 118-acre portion of the Zoo Miami, the boundaries of which are approximately the following: to the north – SW 152 Street; to the south – SW 168 Street; to the east SW 122 Avenue; and to the west – SW 125 Avenue (Map 3). It consists of developed and undeveloped portions of Zoo Miami, as well as portions of the adjacent Gold Coast Railroad Museum Park. The entirety of the property is owned by Miami-Dade County, with a: 1) land use designation of Zoo Miami Entertainment Area; 2) Agricultural zoning with a Development of Regional Impact overlay; and 3) approved General Plans for an entertainment area composed of attractions, restaurants, museums, parks, lodging and related infrastructure. The majority of the site is designated an Enterprise Zone by the State of Florida, thus possibly enabling developers to access certain State incentives related to sales tax reductions and training subsidies.

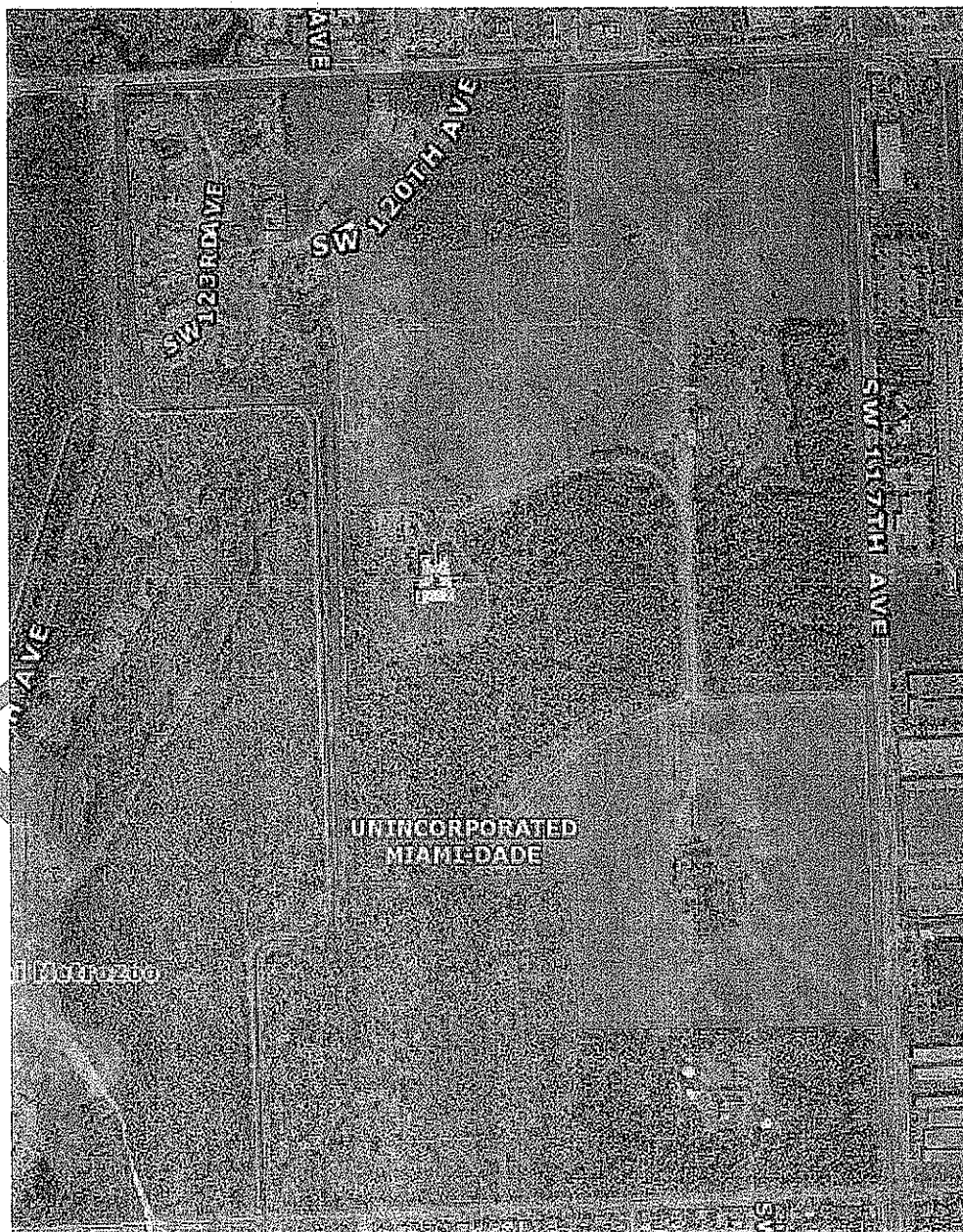
Map 3
Zoo Miami Entertainment Area – Site 1
General Development Area



The second site (the "Coast Guard Site") consists of an approximately 287-acre U.S Coast Guard Base located immediately east of County lands. The 39-acre housing portion of the Base is already owned by the County. The remaining property is owned by the Coast Guard. Discussions over last several years have confirmed that the Coast Guard is open to relocation of the remaining Base to a functional replacement property. As part of any Base relocation, the County will commit to the purchase of the middle 71-acre natural areas. The boundary of the site is approximately the following: to the north – SW 152 Street; to the south – SW 160 Street; to the east SW 117 Avenue; and to the west – SW 122/124 Avenue (Map 4). Any response that includes the use of the non-County owned Coast Guard site shall include a plan that specifies how the developer will obtain the rights to develop this property from the Coast Guard.

Map 4

Zoo Miami Entertainment Area – Part 2
General Development Area



The County is in the process of investigating whether to designate both Sites as part of a Community Redevelopment Area to allow for the use of tax increment financing of infrastructure

and relocation costs. If the creation of such Community Redevelopment Area is approved, the County may utilize the developers' plan for Site 2 as the funded redevelopment plan for the area.

ZOO MIAMI ENTERTAINMENT AREA PROJECT CONDITIONS

Miami-Dade County (MDC), through its Parks, Recreation and Open Spaces Department, is the entity coordinating this EOI. In addition to those stated elsewhere, this EOI is subject to the conditions, terms and limitations stated below.

1. This EOI is not a solicitation. **The award of any contract will be procured through a subsequent solicitation.**
2. The projects Sites are to be disposed of and contracted for development in "as-is" condition.
3. MDC and its officers, employees, and agents, make no representation or warranty and assume no responsibility for the accuracy of the information set forth in this EOI, the physical condition of the Sites, the status of the title thereto, their suitability for any specific use, the absence of hazardous water or any other matter. MDC and its officers, employees, and agents assume no responsibility for errors or omission. All due diligence is the responsibility of the respondents and respondents are urged to satisfy themselves with respect to the physical condition of the Sites, information contained herein, and all limitations or other arrangements affecting the Sites. MDC will not be responsible for any injury arising out of or occurring during any visit to the Sites.
4. All respondent submissions provided in response to this request shall conform to, and be subject to, the provisions of all applicable laws, regulations, ordinances and plans of all Federal, State and County authorities having jurisdiction over development, as may be amended from time to time. Notwithstanding the aforementioned restrictions, MDC will cooperate with development teams in obtaining necessary approvals when and if a subsequent solicitation, and the resulting contract(s), are issued.
5. MDC is not obligated to pay and shall not pay any costs in connection with assisting respondents or the project, or incurred by any respondent at any time unless MDC has expressly agreed to do so in advance and in writing.
6. The EOI contains provisions for respondents to provide staff with summary project information at early stages for discussion only, prior to release of any formal solicitation. All proposals and other material provided for discussion in response to this EOI need specify if any of the specific information contained therein is of a nature so as to constitute trade secrets or another exemption to §119, Fla. Stat. so as not to be subject to disclosure pursuant to Florida's public records laws.
7. EOI submissions may be presented by any entity of a prospective development team to be considered. Individuals in representation, agency or consultant status may submit proposals under the direction of identified principals.
8. In furtherance of the County's interest in this project's economic development potential, the respondent(s) are asked to deliver documentary evidence to MDC of the specific benefit of the project on the Sites including, but not limited to, key economic indices.

ZOO MIAMI ENTERTAINMENT AREA PROJECT GOALS

The Zoo Miami Entertainment Area (ZMEA) seeks to further develop County owned and non-County owned land into compatible and complimentary improvements that increase resident and tourist visitation to the area. Development proposals for the Zoo Miami Entertainment Area should specifically be designed to accomplish the following goals.

1. Provide economic development

Establishment of the ZMEA is considered a significant economic development enhancement tool for the southern portion of the County. Development proposals must compliment and bolster economic growth in the area and the County by maximizing expenditures, creating local and area jobs, temporary construction and permanent employment and payroll, and adding to real property, business, sales and intangible tax collections.

2. Contributing toward infill development

Both sites are underutilized. Development proposals should offer non-residential improvements to compatible land use through higher density development of lands and connections to multi-modal transit systems involving cars, buses, pedestrian, etc. Development patterns should also encourage on-site transportation options with common parking venues. Development should be designed to preserve intact natural areas that might otherwise be vulnerable to more displaced and lower density development.

3. Provide revenue to the Zoo Miami

The ZMEA was conceived as a way to increase County revenue to offset additional operating costs associated with ongoing Zoo expansion. Development proposals for the Entertainment Area must demonstrate that they are in the best financial interest of the County in aggregate net revenues (market rate ground rental plus participation rent) to the County as consideration for private use of public lands.

4. Offer market driven solutions to attracting additional visitors

At present, the clear majority of ZMEA visitors are families and school aged children. Development proposals for the Entertainment Area should show how improvements can additionally attract other markets by seeking to increase penetration into teens, young singles, middle aged families, empty nesters and other demographic groups not well represented now. Improvement proposals, however must be limited the array of attractions, amusements, museums, lodging, specialty themed retail and food service that are defined in the property's land use classification within the MDC Comprehensive Development Master Plan.

5. Improve and unify the ZMEA visitation experience

Zoo Miami and Gold Coast Railroad Museum now offer unrelated, relatively passive and non-interactive visitation experiences. Development proposals for the ZMEA should provide an array of visitor attractions that are both compatible and complimentary in nature to the existing uses, broaden the appeal of the area as a recreational attraction and create the overall impression of a unified visitor destination.

6. Create flexible and innovative developments

The original ZMEA concept plan was based on market and economic conditions found in the early 2000's. Changes in the areas demography, market place, and expenditure patterns may now suggest that a different vision for the Area is more feasible.

Development proposals for visitor improvements can take any unified form of mixed-use attractions, amusements, lodging, retail and food service that: 1) does not adversely impact existing development; 2) contradict with deed and/or regulatory restrictions; and 3) recognizes certain shared needs between the County and developer for common entry, parking, security and intra-site pedestrian and vehicular mobility.

7. Establish an anchor to the ZMEA

The present ZMEA plan was criticized for its having various and irregular development areas. Beyond the Zoo Miami, this prevented the area from presenting a centralized and well anchored activity area. New development proposals should describe how the area could be anchored through an additional prominent and key attraction, amusement or lodging feature, while still respecting the reality that certain development parcels governed by underlying lease, license or common real estate conditions.

8. Provide creative turn-key development solutions

The original ZMEA plan used a relatively simple combination of single attraction, amusement, lodging, retail and food service areas. New development proposals are encouraged to explore alternative distributions of improvements such that:

- Attractions and amusements might be divided into multiple locations
- Lodging for Site 1 might be conceived as one 200 key location, or 2-100 key locations, or 1-100 key with a mix of additional cabins/camps/suits. The same can be said for the larger resort hotel function approved for Site 2.
- Retail and food service is more broadly distributed throughout the Area.
- Infrastructure is improved to support extended daytime/evening uses
- Collaborative marketing and promotions offer multiple venue ticketing
- Parking can be shared between venues

9. Address how multiple development proposals can take place

The failed RFP provided for the possibility of only one well financed master developer to assume the entire project responsibility. In the present economic climate that may not be possible or viable. Although the County still favors having one developer assume the responsibility for the entire project, it acknowledges that there may be certain advantages to a proposal with more than one developer, or accepting two different but complimentary proposals that include two different developers. Development proposals should address if they include one or more development partners.

10. Include the possibility of incentives for public-private partnerships

All ZMEA development approaches will by necessity include some shared infrastructure in the form of entry, parking, security and intra-site pedestrian and vehicular mobility. The prior County effort did not specifically address any financial incentives to the installation and development of these required improvements. Development proposals may suggest where public incentives may increase the financial return to the County from the development plan.

11. Address the development of the Coast Guard-owned site.

To the extent that a proposal seeks to include the Coast Guard-owned site as part of its development plan, then such proposal shall include a plan that specifies how the developer will obtain the rights to develop this property from the Coast Guard.

IMPROVEMENTS

1. Attractions

The proposed venue or venues should contain attractions and elements commonly found in other contemporary and successful venues. Development proposals may include water parks, which may have rides and features that include, but are not limited to a lazy river, wave/surf pool, bowls, inner tube/mat racer slides, slide towers, flow riders, family raft rides, water coaster and interactive play areas, or any other operation meeting the requirements of this EOI. Attractions and elements should appeal to visitors of all ages.

2. Family Entertainment Amusement

The proposed venue or venues should be both complimentary and compatible with the Zoo Miami and any water attraction. Games, play features and recreational elements must appeal to visitors of all ages and may include any combination of indoor arcades (electronic games, simulations, etc.), indoor challenge area (ice/roller skating, covered kart racing, laser tag, etc.), outdoor children's area (fee/free rides, games of skill and chance), performance space and dynamic audience participation areas. Other more contemporary entertainment facilities may also be considered. The following attractions shall not be included in any development proposal: miniature golf, aquariums and certain aquatic marine animal attractions, and any undesirable attractions not already permissible under the land use designation.

3. Lodging

The proposed Entertainment Area should contain some combination of two hundred (200) rooms for lodging in one or more locations. The lodging can be the primary anchor of the Entertainment Area, or an ancillary part of a larger resort. Proposers may consider any type of lodging product line including traditional hotel/motel rooms, suits and cabins, and may provide it within a more dense multi-storied building or less dense campus.

4. Food Service and Retail

A total of 145,000 sf of restaurant food service and specialty themed retail areas are already approved as part of the initial land use approvals for the ZMEA including:

- 75,000 sf associated with amusements
- 30,000 sf of food service area and 20,000 sf of specialty themed retail associated with the Gold Coast area
- 20,000 sf associated with the attraction.

An additional 110,000 sf is proposed, but not yet approved, for a Main Street venue connecting Zoo Miami and the Gold Coast Railroad Museum.

5. Restaurant Banquet

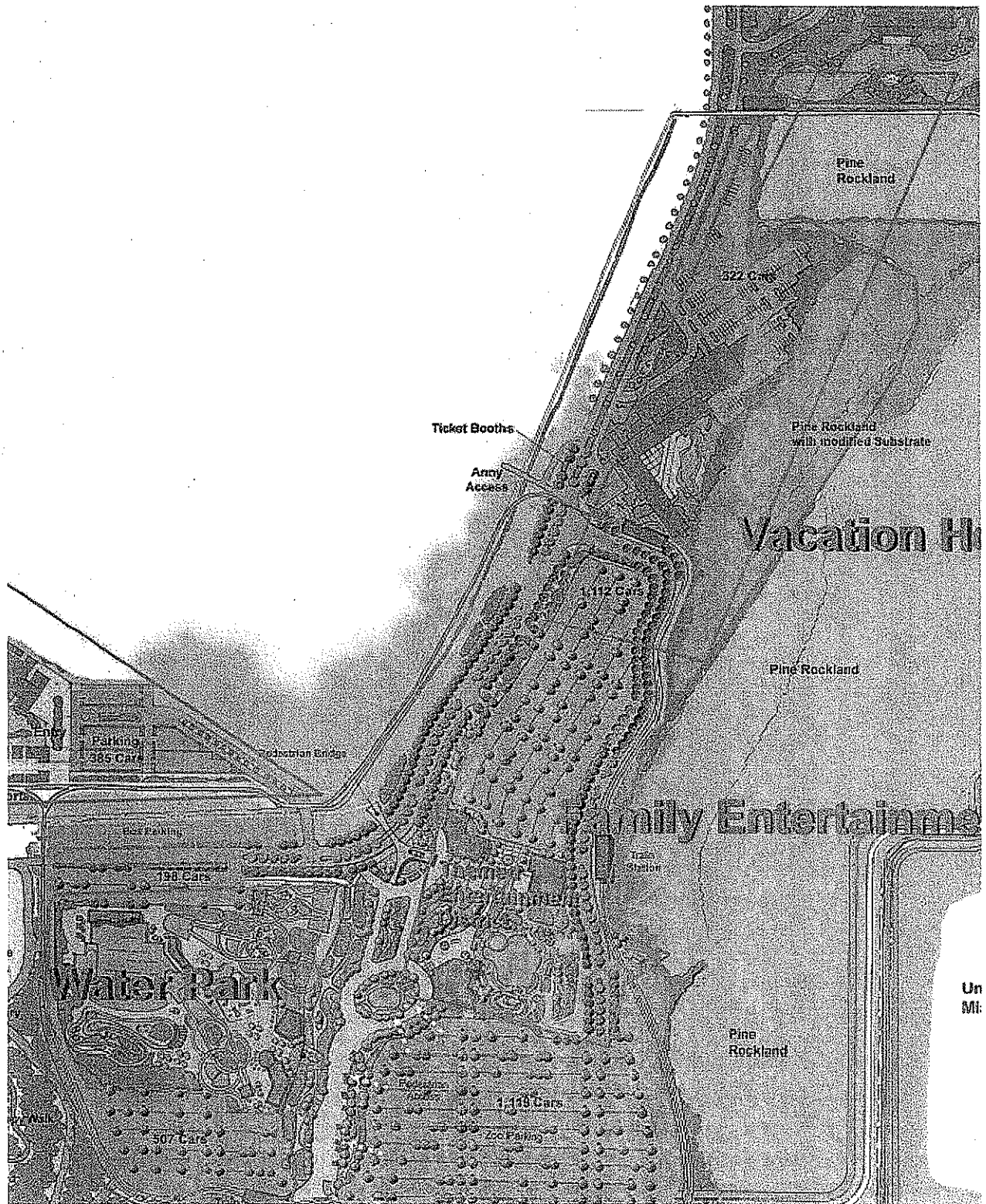
The proposed Restaurant Banquet Hall was part of a previously approved Zoo Miami plan. It is conceived and approved for two story themed restaurant of 19,000 sf, where the bottom 9,000 sf support a conventional restaurant at the front gate of Zoo Miami, while the second floor of the facility supports a 10,000 sf banquet hall for catered events. There is some expectation that the venue may include animal exhibits, and the County will commit to certain maintenance of these areas at its expense.

6. Parking and Related Infrastructure

The various proposed development area will have to provide for parking and related infrastructure in accordance with use and prevailing Code. There are opportunities for the Proposer to develop parking wholly contained within each area, or to propose a shared parking arrangement where the proposer would improve existing County parking areas. Approximately 5,000 parking spaces are expected to be needed for the completed ZMEA.

REF

Map 5
Zoo Miami Entertainment Area – Site 1
Original Development Plan



AVAILABLE PROPERTY

Site 1 is composed of various parcels whose boundaries and constraints cannot be overlooked. Certain parcels have been released from deed restrictions that limit allow them to be leased for further development. Certain other parcels are still constrained by deed restrictions that only allow them to be licensed. Development proposals may include both leased and licensed areas.

1. Parcel 1

This parcel is approximately twenty-two-acres (24.53 acres) and lies northwest of the front gate of Zoo Miami (Map 6). The site, currently unimproved, is specifically exempted from development restrictions by deed and referendum, can be leased for private development and has already undergone environmental testing that show it to be free of environmental hazards.

2. Parcel 2

This parcel is approximately nineteen-acres (19.52 acres) and lies northwest of the front gate of Zoo Miami (Map 6). The site, currently improved as parking, is specifically exempted from development restrictions by deed and referendum, can be leased for private development and has already undergone environmental testing that show it to be free of environmental hazards.

3. Parcel 3

This parcel is approximately twenty-three acres (23.31 acres) and lies northwest of the front gate of Zoo Miami (Map 6). The site, currently improved as parking, is part of the parking for Zoo Miami that can be shared among developments, licensed for private development and has already undergone environmental testing that show it to be free of environmental hazards.

4. Parcel 4

This parcel is approximately four-acres (4.32 acres) and lies immediately adjacent to the Zoo entry (Map 6). The site, currently a landscaped area and parking lot, is part of the property that can be shared among developments, can be licensed for private development and has already undergone environmental testing that show it to be free of environmental hazards.

5. Parcel 5

This parcel is approximately three-acres (3.4 acres) and lies immediately adjacent to the Gold Coast Railroad Museum entry (Map 6). The site, currently a landscaped area and parking lot, can be licensed for private development and has already undergone environmental testing that show it to be free of environmental hazards.

6. Parcel 6

This parcel is approximately six-acres (6.45 acres) and lies immediately adjacent to the Gold Coast Railroad Museum entry (Map 6). The site, currently unimproved, can be licensed for private development and has already undergone environmental testing that show it to be free of environmental hazards.

7. Parcel 7

This parcel is approximately five-acres (4.95 acres) and lies immediately adjacent to the Gold Coast Railroad Museum entry (Map 6). The site, currently unimproved, can be

licensed for private development and has already undergone environmental testing that show it to be free of environmental hazards.

8. Parcel 8

This parcel is approximately nine-acres (9.32 acres) and lies immediately adjacent to the Gold Coast Railroad Museum entry (Map 6). The site, currently a parking lot and moat, can be licensed for private development and has already undergone environmental testing that show it to be free of environmental hazards.

9. Parcel 9

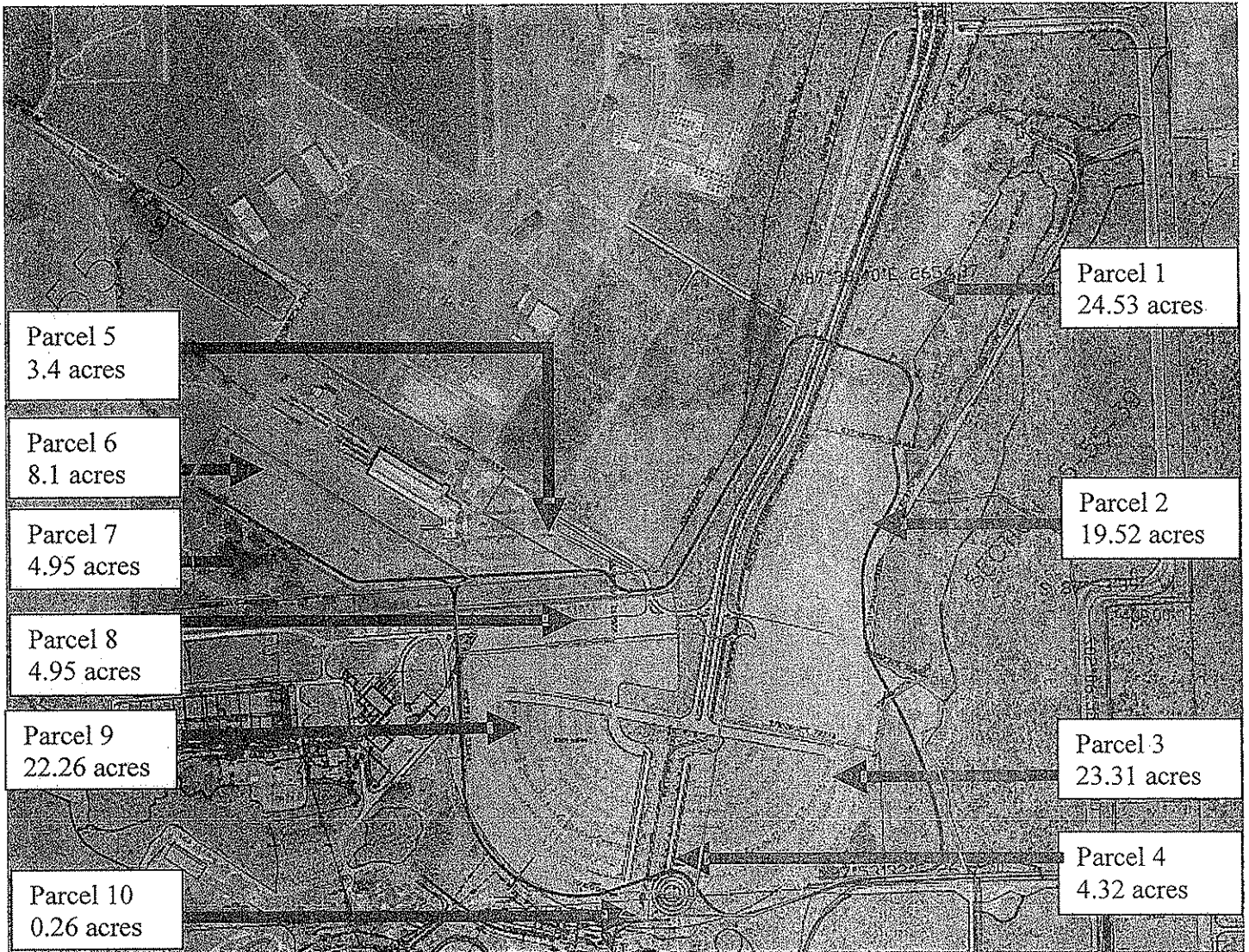
This parcel is approximately twenty-two acres (22.26 acres) and lies immediately adjacent to the Zoo Miami entry (Map 6). The site, currently a parking lot, is specifically exempted from development restrictions by deed and referendum, can be leased for private development and has already undergone environmental testing that show it to be free of environmental hazards.

10. Parcel 10

This parcel is less than one acre (0.26 acres) and lies immediately adjacent to the Zoo Miami entry (Map 6). The site, currently a landscaped area, is planned as a Banquet Restaurant location, can be licensed for private development and has already undergone environmental testing that show it to be free of environmental hazards.

Parcel	Size (AC)
1	24.53
2	19.52
3	23.31
4	4.32
5	3.4
6	6.45
7	4.95
8	9.32
9	22.26
10	0.26
Total	118.32

Map 6
Zoo Miami Entertainment Area - Site 1
Development Parcels

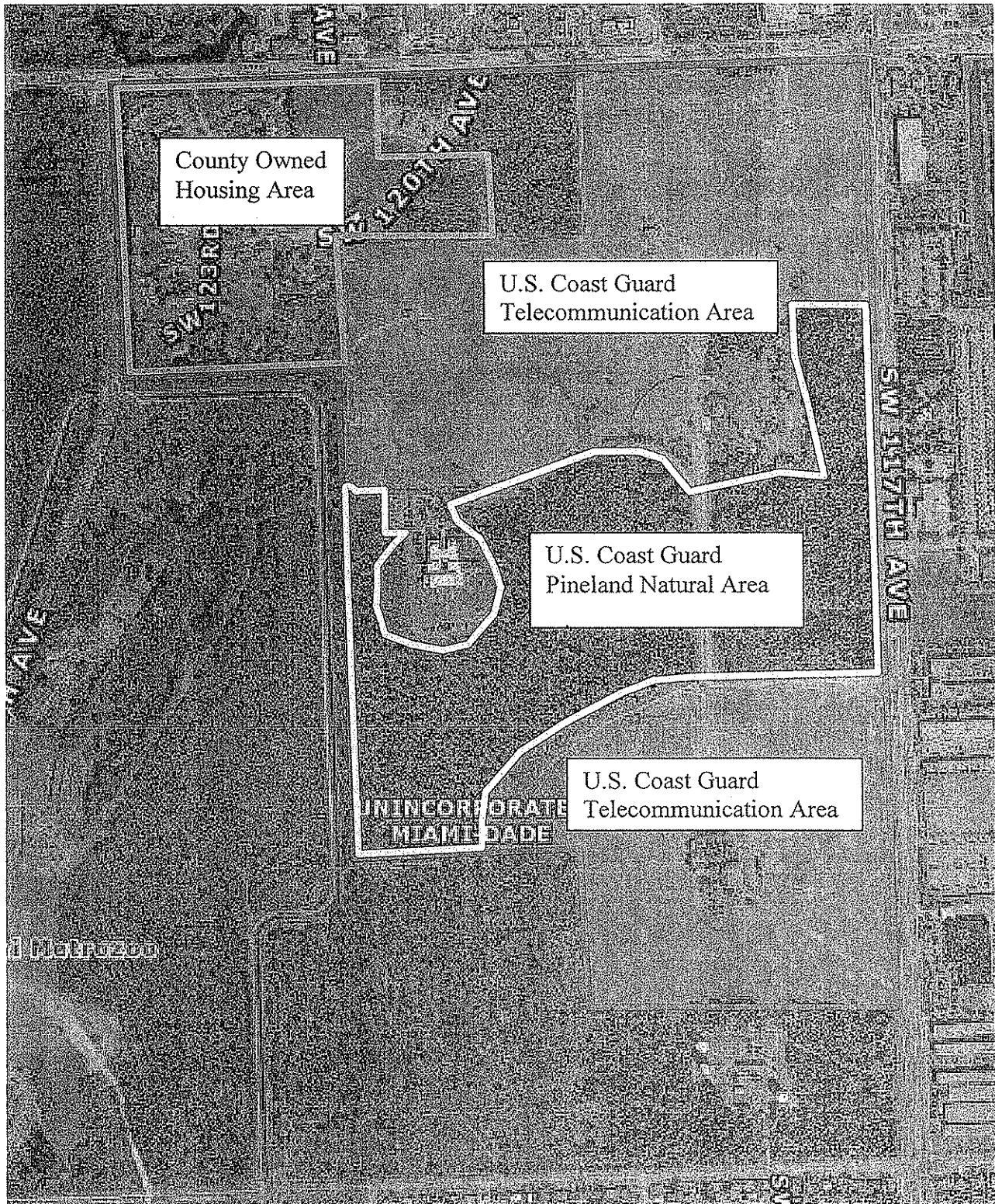


The adjacent Coast Guard property (Site 2) is proposed as an Option for the selected developer. The County does not currently own all of Site 2. The County owns a 39-acre surplus portion of the original Coast Guard base (Map 7). The property contains 100 residential units in the form of two and three bedroom attached townhomes, three and four bedroom detached single family houses and related residential support facilities. Upon approval of development plans for the property as part of the Zoo Miami Entertainment Area, the housing units would be demolished. Until then, the County is operating the area as a transitional affordable housing area.

Approximately 77 gross acres of Site 2 contains an intact portion of the globally endangered Richmond Pineland. All development scenarios for Site 2 must retain these intact natural areas in place, and show no adverse impacts to their biological systems. While these lands can be counted for the purposes of density, no development can take place on these lands.

Miami-Dade County does not own all of the Coast Guard site (Site 2) so any expression of interest that includes this site shall include a plan with the methods to obtain the rights to develop this property. Development proposals for Site 2 require that a developer work with the County to effect the relocation of the U.S. Coast Guard base to a functional replacement property. Relocation includes the 44,000 square foot administrative office component, as well as the transmitting and receiving communications antennae component. Relocation need not be to the same location. Relocation may require acquisition of an office building and land suitable to construct antennae arrays.

Map 7
Zoo Miami Entertainment Area – Site 2
Development Area



IMPROVEMENTS

1. Themed Attraction

The ZMEA plan included a proposed venue or venues for a medium sized theme park with elements commonly found in contemporary and successful theme parks. Proposers may consider the provision of one or more theme park venues with features that appeal to visitors of all ages that are limited to a venue of approximately 2,000,000 sf.

2. Family Entertainment Amusement

The original ZMEA master plan did not include any independent amusement areas. This does not preclude development proposals from considering the inclusion of other amusement, museum, retail or food service areas that are acceptable by use and Code.

3. Lodging

The ZMEA master plan is approved for 600 resort style rooms with an array of conventional amenities. Alternative approaches contain lower the number of approved rooms, or divide them between two or more lodging facilities. Proposers may also consider other types of suits and cabins, and may provide it within a more dense multi-storied building or less dense campus.

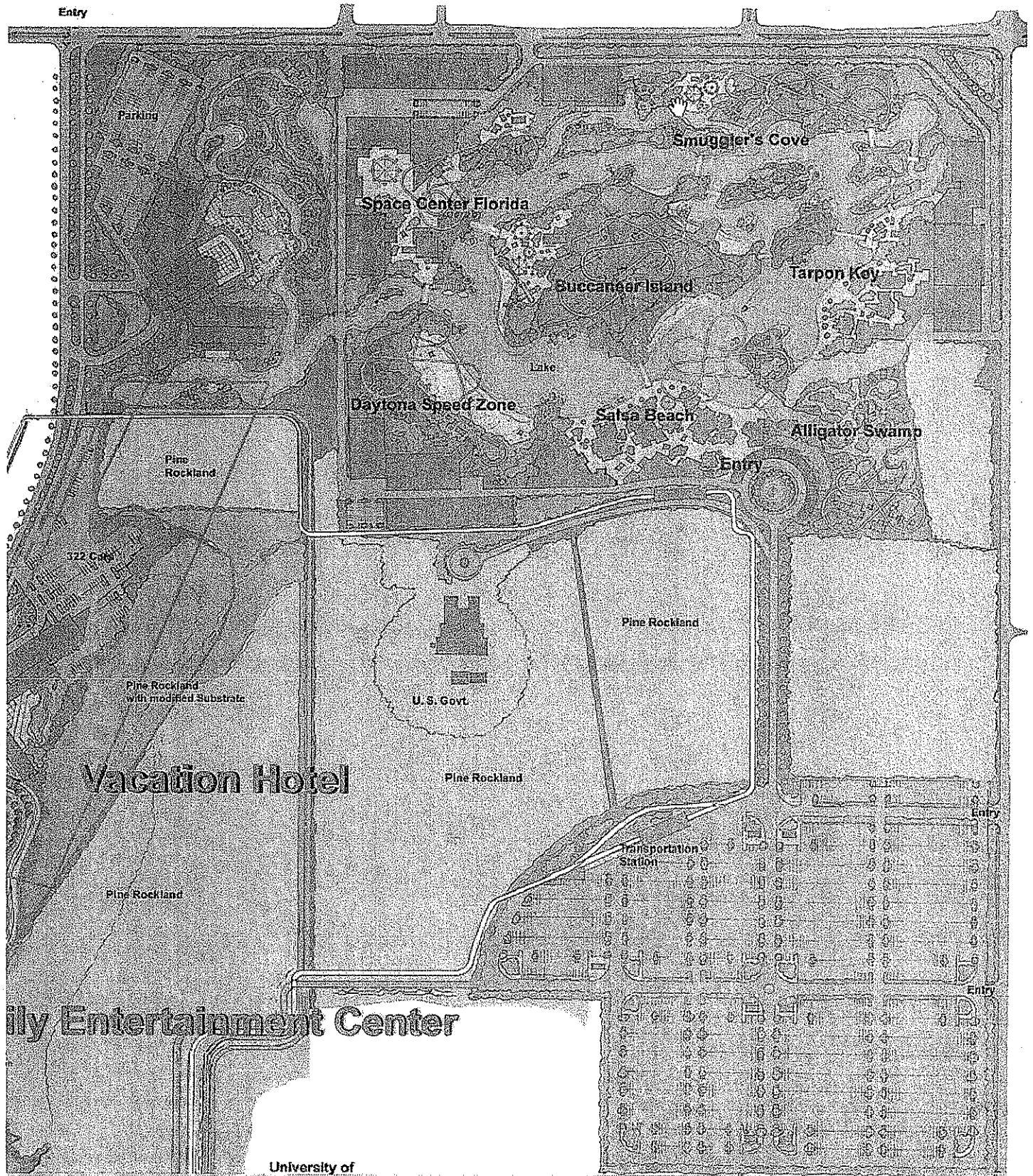
4. Conference Center

The ZMEA plan included a conference center attached to the Resort Hotel offering approximately 156,000 sf of event venue space. The business function is specifically intended to increase the draw and duration of business uses by providing leisure related opportunities.

5. Parking and Related Infrastructure

Proposed development will have to provide for parking and related infrastructure in accordance with use and prevailing Code. Development plans may want to consider on-site transportation and vehicular circulation connecting to ZMEA Part 1 within County property.

Map 8
Zoo Miami Entertainment Area – Part 2
Original Development Plan



AVAILABLE PROPERTY

1. Parcel A

This parcel is approximately twenty-acres (19.97 acres) and lies northeast of the front gate of Zoo Miami (Map 9). The site, currently improved, contains approximately 100 residential housing units in the form of attached townhouses, detached single family homes and community recreation and maintenance facilities needed to support them. The parcel would be sold as-is to a developer.

2. Parcel B

This parcel is approximately one hundred thirty four-acres (134.75 acres) and lies south of SW 152 Street (Map 9). The site, currently improved, contains transmitting towers, support structures and administrative offices and parking and would be sold as-is to a developer. It also contains a former Base Exchange and a small natural area that may or may not be retained by MDC for a natural area.

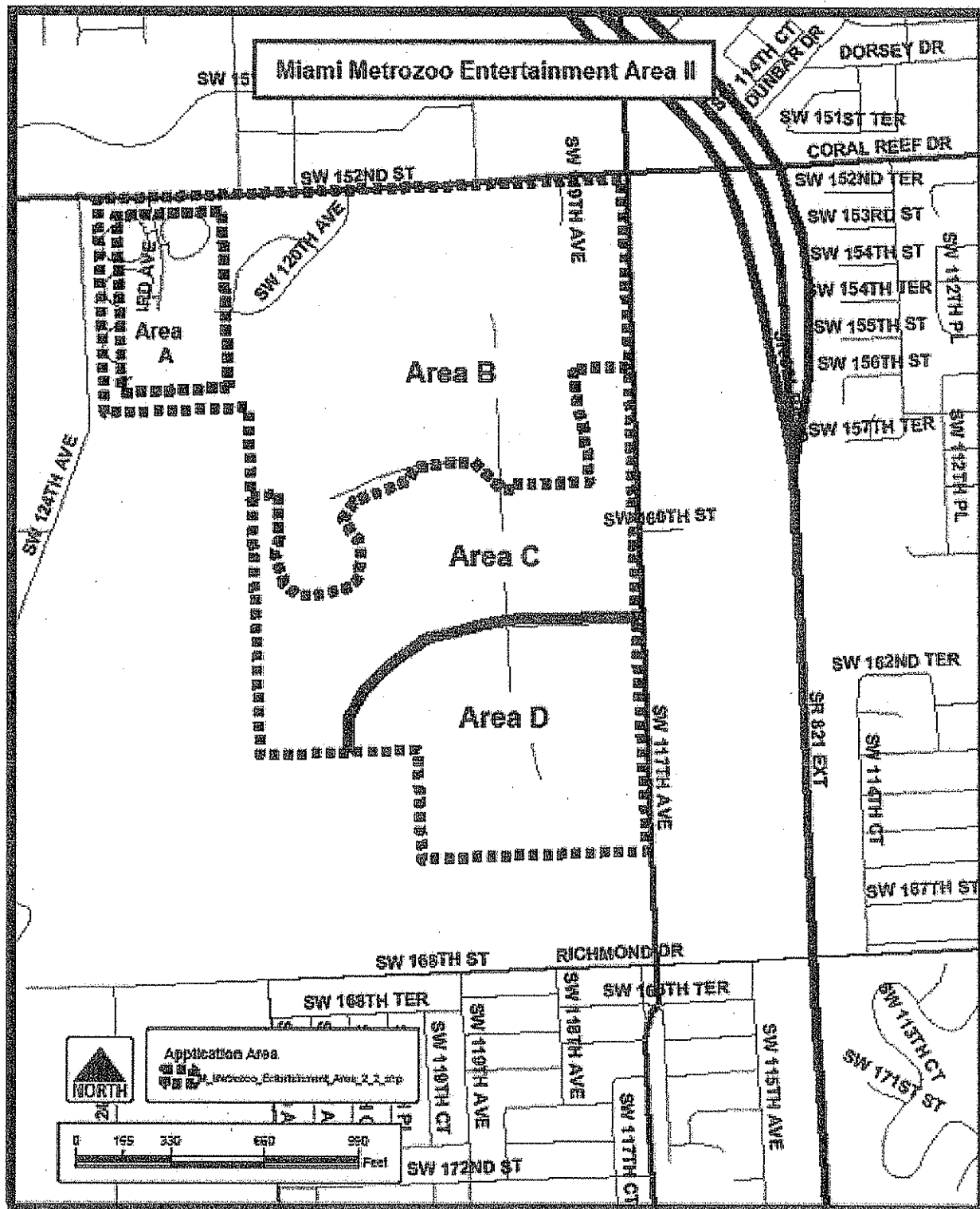
3. Parcel C

This parcel is approximately seventy one-acres (71.73 acres) and across the middle of the property (Map 9). The site, currently containing an intact natural forest area of globally endangered Pineland. This property is likely to be purchased and retained by MDC in order to preserve the high quality natural area.

4. Parcel D

This parcel is approximately sixty-acres (60.61 acres) and lies immediately south of the Pineland (Map 9). The site, currently an improve antenna area, will be sold as-is to a developer.

Map 9
Zoo Miami Entertainment Area – Part 2
Development Parcels



Source: Dept of Planning & Zoning

Sept. 25, 2006

ZOO MIAMI ENTERTAINMENT AREA DEVELOPMENT PROPOSAL PROCESS

The Development Proposal process is expected to include two separate but related stages. In Stage One, the County will initially request developers provide Expressions of Interest (EOI). There are no obligations on either the County or interested parties to participate or even discuss potential projects. It is merely an opportunity to gauge interest, share concepts and modify development approaches to ones more in line with project goals.

Stage One - Expression of Interest Phase will entail:

- Industry Day - County will review the basics (layout, dimensions, of property, history, relationship with Zoo Miami, ideas of entertainment area, previous solicitation, infrastructure, deed restriction, etc.
- Submittal of a five to ten page conceptual project description
- Informal staff meetings with interested parties to review concepts and offer feedback to enhance each response without commitment or restriction.

Based on information the County obtained from the Stage One EOI, the County will advertise a formal Invitation to Negotiate (ITN) solicitation. A proposer need not have participated in Stage One of this process to participate in the ITN.

Stage Two - Invitation to Negotiate will entail:

- Advertisement describing the project and all traditional solicitation restrictions
- Solicitation document in the form of an ITN
- Formal process to include pre-submittal conference, site visit, submission of development proposals, oral presentations, review and negotiations.
- Recommendation for Award may present a recommendation that will provide the best overall economic interest of County since an ITN can allow for any or all options for number of proposers, areas of the property included, accepting only concept or accepting multiple smaller concepts.

Those interested in responding to this EOI should submit a maximum of 10 pages describing their expression of interest in the project knowing that maximum detail is neither warranted or nor requested.. Respondents should aware that privileged or confidential information provided to the County may be subject to public records law.

1. Respondent Description: Each entity submitting a response should provide summary contact information for the development team members, if known, including names, addresses and telephone numbers. Background information on all pertinent members of the respondent and/or proposed development team should include, but not be limited to, relevant experience and comparable projects of all contributing members.
2. Project Description: A textual description of the conceptual development project including markets served, site(s) utilization, proposed development plan and sequence of development.
3. Project Financial Information: A general discussion of the project costs, proposers ability to access and financing the project and the suggested economic impact of the final development.

Reponses received from respondents will be reviewed by the County. All respondents will be invited to independently further discuss the project with County staff. At this juncture, respondents will be asked how their project will meet project goals and in turn, staff will discuss how the response may be made most competitive for County consideration in the subsequent ITN. Submission of the EOI and discussions with staff is not a pre-requisite of a proposer responding to the ITN.